
Service Excellence

County-wide Employee Development Training Plan



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Service Excellence
Train-the-Trainer Workshop
February 11, 2004
Miami International Airport – Concourse “A”

Agenda

8:00 a.m.	Session I	Welcome Introductions Program Overview Strategic Initiatives	MDCU Staff MDCU Staff Kathie Brooks (OSBM)
		Latest Training Techniques and Tips	Maxine Kamin (Barry University)
MORNING BREAK			
		Latest Training Techniques and Tips - Cont.	Maxine Kamin (Barry University)
Noon	LUNCH		
1:00 p.m.	Session II	Train-the-Trainer Workshop Overview Train-the-Trainer Workshop Objectives Review of Workshop Modules	MDCU Staff MDCU Staff MDCU Staff
3:15 p.m.	AFTERNOON BREAK		
3:30 p.m.	Session III	Program Logistics Scheduling Forms Reporting Procedures	MDCU Staff MDCU Staff MDCU Staff MDCU Staff
4:45 p.m.	Session IV	Wrap-up Q & A Workshop Evaluation	MDCU Staff MDCU Staff MDCU Staff

Program Overview

What:

A program to deliver Customer Service Excellence as a business strategy.

Purpose of Program:

Deliver a comprehensive, standardized, customer service program focusing on providing service excellence all the time. The training is designed to help the County attain its goal of instituting a comprehensive customer service excellence program and fulfill its mission of “delivering excellent public services that address our community's needs and enhance our quality of life.”

Who:

Program includes a top-down approach to train all Miami-Dade County employees. The first phase of the training program includes training 7,500 employees by July 2004. In order to attain this goal, up to 38% of a department’s workforce will participate in the first phase. Please note: the Miami-Dade Police and Miami-Dade Fire Rescue departments are not included in this program at this time.

How:

Miami-Dade County University (MDCU) will design, coordinate, and administer a train-the-trainer program to roll out Phase I of the program. Up to 34 County trainers will be prepared to deliver 4 hour workshops over a period of seven months for Phase I.

Where:

The training will be conducted in various County and offsite facilities throughout Miami-Dade County. It is recommended that the training be conducted within the respective department facilities and utilizing the in-house training facility and equipment, where possible. For example, Miami-Dade Transit Department must train approximately 1,300 employees. The department's in-house trainer(s) will train all employees using four customized workshops. This approach accommodates the unique scheduling needs of a department with a 24-hour operation. It also minimizes the disruption to the department and contains cost.

Program Design:

Includes interactive curriculum using adult learning theories. Strong facilitation skills will be used to enhance the learning process. To help the trainers understand the goals of the program and how the material relates to the real work situations, the Train-the-Trainer workshop will provide a framework that includes a comprehensive overview of where we are, and where we hope to be by the end of each workshop. It will define the role of each employee who falls into one of four categories: in person, on the phone, in the field, and those whose duties include a combination of all three categories.

Preparation:

MDCU will refine the curriculum, provide oversight, and track the progress of program. Trainers will provide weekly reports to be used as part of the monthly tracking for the County Manager's progress report. Feedback forms, monitoring, and rosters will provide the data for the monthly reports.

Funding:

To be determined (funds must be included to cover printing, rental/leasing fees, etc).

Method of Workshop Delivery:

Facilitators will use PowerPoint presentations with extensive role play scenarios. The Service Equation will provide the framework for workshop flow to ensure continuity and consistency.

- ✚ First Step-Greeting the Customer
- ✚ Second Step-Determining the Customer's Needs
- ✚ Third Step-Meeting the Customer's Needs
- ✚ Fourth Step-Making the Moment Memorable
- ✚ Fifth Step-Checking for Results
- ✚ Sixth Step-Leaving the Door Open

Each category of workshop participants will proceed through the Service Equation to ensure the workshop objectives are met. Within each step, the appropriate training will be delivered based on the group. For example, "Greeting the Customer" for employees whose functions center primarily around telephone communication will be introduced to create effective telephone skills. Conversely, if the participants function primarily in face-to-face situations, the appropriate skills for an effective face-to-face greeting will be taught.

Duration of Workshops: four hours

Quality control, oversight, and monitoring by MDCU staff.

Evaluate Learning

Feedback forms will be completed by each workshop participant. MDCU will partner with OSBM to capture changes in performance as part of the Secret Shopper or other survey/feedback methods.

Trainer-the-Trainer Workshop

MDCU will coordinate a full day of training for trainers. The workshop has two parts: a four hour session that refreshes skills and establishes the techniques necessary to conduct an effective facilitative workshop. All trainers will be reintroduced to adult learning theory and motivational techniques for a variety of participants. Part II includes comprehensive review of the program: the message, method, and the meaning.

Scheduling:

The Train the Trainer Workshop will be conducted February 11, 2004. Workshops will be conducted weekly, beginning late February, 2004.

From the desk of the County Manager...

Directory of Resources
Miami-Dade County University

Connie Butler, Director Career Development Division BCO@miamidade.gov (305) 375-2473
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Lawanda Devoe, Employee Development Specialist 3 lawadev@miamidade.gov (305) 375-3086
Linda Cooks-Taylor, Employee Development Specialist 3 Lct@miamidade.gov (305) 375-5655
Rina Gomez, Administrative Officer 3 Rinag@miamidade.gov (305) 375-5630
Lourdes Rodriguez, Employee Development Specialist 2 Rodril@miamidade.gov (305) 375-3870
Karla Scott, Employee Development Specialist 2 Kscott@miamidade.gov (305) 375-1366

Strategic Initiatives

Mission Statement, Guiding Principles and Strategic Themes for Miami-Dade County Government

On May 21, 2002, the Board of County Commissioners unanimously endorsed a set of strategic planning statements that are the first milestone in the process and that will provide the foundation for the County's first ever strategic plan. The statements identify what the community believes County government's role and responsibilities should be, and establish the principle values and broad strategic themes that will help guide our government.

The County also internally identified the strengths and weaknesses of our County government, and identified future trends that may impact our ability to provide services. This process will allow Miami-Dade County to take advantage of opportunities to improve our service delivery.

Our mission statement for Miami-Dade County government is "Delivering excellent public services that address our community's needs and enhance our quality of life."

What is a Mission?

It serves to Identify Overall Purpose of Organization, Identify Customer/Stakeholders, Help Identify Customer and Stakeholder Needs, Expectations, and Requirements lead to the Development of Performance Measures.

Miami-Dade County's Mission Statement

"Delivering excellent public services that address our community's needs and enhance our quality of life."

What are Guiding Principles?

They guide decision-making at all levels of the organization, officials & employees, express common values embraced by organization, powerful instruments for changing organizational culture, express basic beliefs about conditions under which people work best, steer leaders to establishing the structures and systems to make the vision a reality, values: addressing weaknesses, decision-related behaviors.

Miami-Dade County's Guiding Principles

- ▶ Customer-focused and Customer-driven
- ▶ Honest, Ethical, and Fair to All
- ▶ Accountable and Responsive to the Public
- ▶ Diverse and Sensitive
- ▶ Efficient and Effective
- ▶ Committed to Development of Leadership in Public Service
- ▶ Innovative
- ▶ Valuing and Respectful of Each Other
- ▶ Action-oriented

What are Strategic Themes?
Priority areas for the County that cut across all of the Individual Strategic Areas of Service Delivery; themes that will guide the development of goals in the Strategic Area Master Plans.

Miami-Dade County's Strategic Themes

- ▶ Ensure Miami-Dade County operates in a fiscally responsible and stable manner
- ▶ Improve the quality of life for all County residents
- ▶ Protect the safety and quality of Miami-Dade County's neighborhoods
- ▶ Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services
- ▶ Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community
- ▶ Develop and maintain an effective transportation system
- ▶ Protect and preserve our unique environment

Train the Trainer Workshop Overview

The Train-the-Trainer workshop will be based on the curriculum that is provided by the County Manager's Office for the Service Excellence program. Basic concepts will include the following:

- . Why Service Excellence?

SERVICE EXCELLENCE ESSENTIALS

- . Expectations of customers: Basics and Framework
- . Greeting
- . Understanding needs
- . Listening and body language
- . Paraphrasing
- . Meeting needs
- . Problem solving
- . Commitment
- . Making the moment memorable
- . Going the extra mile; showing you care
- . Teamwork
- . Checking for results
- . Ensuring satisfaction
- . Getting feedback
- . Leaving the door open
- . Leaving customers with a good impression

-
- . Letting people know you are there for follow-up
 - . Moments of Truth
 - . Skill development
 - . Role-plays

Train-the Trainer will include personal assessments, discussions, information, role plays, and related activities.

TRAINING ESSENTIALS

- . Review needs of adult learners
- . Recognition
- . Achievement
- . Participation
- . Personal and professional growth

REVIEW OF IMPORTANT FACILITATION TECHNIQUES

- . Introducing the topic
- . Achieving transitions
- . Giving clear instructions
- . Using examples and analogies
- . Asking questions to manage the group
- . Asking questions to promote learning
- . Paraphrasing and clarifying
- . Focusing the topic
- . Using PowerPoint
- . Ensuring closure

TRAIN-THE-TRAINER WORKSHOP OBJECTIVES

UNDERSTANDING CUSTOMER EXPECTATIONS

- . Determine underlying expectations of customers
- . Recognize levels of service
- . Identify common customer expectations
- . Describe "moments of truth"

DELIVERING SERVICE EXCELLENCE:

- . Identify behaviors that constitute excellent customer service
- . Practice effective listening skills
- . Use positive language
- . Practice problem solving
- . Demonstrate the Service Excellence equation

Review of Workshop Modules

- ❖ Phone Etiquette: Handling Customer Conversations – phone contact
- ❖ Out in the Field: Handling Customers Needs – out in the field
- ❖ Face-to-Face: Knowing Your Customers – over the counter
- ❖ Service Excellence: Whatever it takes
(This class is a combination of all three modules for people who do it all: over the phone, in the field, or over the counter)

Timeline to “Kick-Off”

Week One
Distribute Program Memorandum
Review Workshop Modules
Schedule Classification Meeting – Personnel Services & Administrative Services
Assign Departments to Trainers
Week Two
Training Facilities Identified
Develop Train-the-Trainer (TTT) List
Schedule DPR Meeting
Week Three
Training Facilities Identified
Schedule Trainers – TTT Workshop
Conduct DPR Meeting
Week Four
Finalize Workshop Modules
Develop PowerPoint Presentations
Week Five
Train-the-Trainer Workshops
Week Six
Departments Commence Scheduling All Employees
Schedule Trainers
Week Seven
Reproduce Workshop Manuals
Secure Multimedia Equipment
Ongoing

Departmental Liaison Listing

Lawanda W. Devoe
(305) 375-3086
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Lourdes Rodriguez Alvarez
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(305) 375-4138
E-mail : Rodril@miamidade.gov

DEPT#	DEPARTMENT	DEPT	DEPARTMENT	DEPT	DEPARTMENT	DEPT	DEPARTMENT
063	Aviation	045	Building Code Compliance	007	Audit and Management	091	Art in Public Places
015	Business Development	002	Capital Improvements	099	Commission on Ethics & Public Trust	043	Building Department
091	Cultural Affairs Council	028	Consumer Services	039	Corrections & Rehabilitation	012	Department of Procurement Mgmt.
055	Department of Environmental Resource Mgmt.	084	Department of Human Services	018	County Attorney's Office	005	Employee Relations
006	Finance	011	GSA	001	County Commission		Enterprise Technology Services Dept.
076	Office of Community & Economic Development	099	Legal Aid	002	County Manager's Office	099	Health Policy Authority
002	Office of Fair Employment Practices	085	Metro-Miami Action Plan	004	Mayor's Office	013	Housing Finance Authority
002	Office of Homeland Security	077	Miami-Dade Empowerment Trust	080	Miami-Dade Housing	099	Independent Review Panel
060	Public Works	002	MPO	094	Office of Safe Neighborhood Parks	035	Medical Examiner Office
096	Water & Sewer Department	002	Office of ADA Coordination		Office of Strategic Business Mgmt.	037	Miami-Dade Fire Rescue
		002	Office of Water Mgmt.	091	Performing Arts Center	034	Miami-Dade Juvenile Assessment Center
031	Clerk of Courts	093	Parks and Recreation	099	Urban Economic Revitalization	095	Office of Historic Preservation

099	Dade Delegation	008	Property Appraisal			002	Office of the Chief Information Officer
020	Homeless Trust	050	Solid Waste	017	Communications	068	Older workers
021	International Trade Consortium			079	Community Action Agency		
030	Judicial Administration			026	Dept. of Planning and Zoning		
090	Library			016	Elections		
032	Miami-Dade Police Department			099	Law Library		
002	Office of Community Relations			067	Miami-Dade Transit Agency		
099	Office of Inspector General			067	Office of Public Transportation Mgmt		
009	Team Metro			064	Seaport		
				071	SFETC		
				092	Vizcaya Museum & Gardens		

Training Calendar

Employees scheduled per week 435
Number of weeks $\underline{\times 16}$ (Feb 11, March, April, May, June)
Number trained 8700

Month	Employees Certified Weekly Totals	Employees Certified Weekly Cumulative Totals
February	435	
February	435	
February	435	
February	435	
March	435	
March	435	
March	435	
March	435	
April	435	
April	435	
April	435	
May	435	
May	435	
May	435	
May	435	
June	435	
June	435	
June	435	
June	435	8700

Train-the-Trainer List

NAME	DEPT.	TEL #	EMAIL ADDRESS
Regina Braga	AVIATION	305-876-7831 305-265-9419	rbraga@miamidade.gov
Nora Palou	BUILDING	786-315-2295	palou@miamidade.gov
Corey Jones	CAA	305-347-4655	jcorey@miamidade.gov
Jon Wesley Jr.	CSD	305-375-2449	
Jeanise Cummings-Labossiere	DBD	305-349-5978	cumming@miamidade.gov
Lorna Martin Spencer	DBD	305-349-5977 305-232-0293	lds@miamidade.gov
Veronica Robinson	DBD	305-349-6118	vmg@miamidade.gov
Claire Jordhal	DERM	305-372-6949	jordac@miamidade.gov
Geneva Hughes	FIN	305-375-5208 305-495-1719	g143@miamidade.gov
Mike Ellis	GSA	305-375-4516	em4004@miamidade.gov
Warnell Vickers	GSA	305-876-8000	warobin@bellsouth.net
Junior Tennant	Housing	305-644-5153	
Juan Armas	Housing	305-644-5232	
Ralph Sookraj	JA	305-349-7358 305-829-4839	rsookraj@jud11.slcourt.org
Andrea Cambridge	MDT	305-889-6716 305-389-3041	azc@miamidade.gov
Lisa Healey	MDT	305-884-7545	hly@miamidade.gov
Sean Keeney	MDT	305-375-5395 954-592-0244	keeney@mdpls.org
Frank Tarrau	MMAP	305-454-6067	
Carlos Maxwell	OSBM	305-349-6156 305-279-5085	cmax@miamidade.gov
Valerie Fields-O' Neale	P&R	305-755-7902	ylf@miamidade.gov
Gloria Lampley	PA	305-375-1519 305-458-4669	gdl@miamidade.gov
Bill Lindley	Park & Rec	305-755-7956	
Walter Fogarty	PRO	305-375-3905	fogarty@miamidade.gov
Gail Casaday	PW	305-375-2739 305-253-5172	gcy@miamidade.gov
Omar De Armas	SWM	305-594-1660	dearmas@miamidade.gov
Mercy Delgado	Team Metro	305-375-4845	Mercyd@miamidade.gov
Lourdes Avalos	Team Metro	305-375-4845	Imga@miamidade.gov
Harold Garrick	W&S	786-552-8680 954-430-5896	h707@miamidade.gov
Theresa Grant	Workforce		
Mayda Morin	Seaport	305-347-4827	Mzv@miamidade.gov
John Brown	Audit & Mgt. Svc	305-349-6135	Jbb1122@miamidade.gov
Dr. Rafael Martinez	DHS	305-375-1195	RafaelM@miamidade.gov

Training Sites

Site Name	Address	Contact Person	Contact Phone	Capacity	Charge	Equipment available	Hours
Aviation (Opa Locka)	14201 NW 42 nd Ave	Chris Macarthur or Iris	305/869-1660	25	\$50/day	T, C,TV, VCR	8-5pm
Building Dept.	11805 SW 26 St.	Nora Palou	786/315-2295	50	\$110/day \$30 setup	all	
City of North Miami Library	835 NE 132 St.	Ilene Zaleski	305/891-5535				
Coral Gables Library	3443 Segovia St.	Barbara Kirby	305/442-8706	50-60 with tables	\$75/day	T,C,TV,V, screen	8-5p.m.
Coral Gables Police Dept.	2801 Salcedo St.	Trish Rodriguez	305/460-5401	50	No charge		
Coral Gables Youth Center & War Memorial	405 University Dr.	Don Beck, Fred or Janet	305/460-5607	40	\$240/full day \$120/half day	all	
Cutler Ridge Community Center	20505 South Dixie Hwy	Monique Rivera	305/235-8562	Up to 75	No charge	T.C, P	
Emergency Operations (Fire Rescue)	9300 NW 41 St.	Michelle Mitchell	786/331-5000	150	\$200/full day	all	
Hialeah Gardens Commission Chambers	10001 NW 87 th Ave	Maria Joffee	305/558-4114 ext. 22	80	No charge		8A-5P
Homestead City Hall (chambers)	790 N Homestead Bl.	Sharon Auxier	305/247-1801 ext. 4440	80-100	No charge Charge if after hours	Aud. Setting P, TV	8A-5P
Human Resource Center	3750 S. Dixie Highway	Pinkey Sands	305/282-0450	30	No charge		
Kendall Branch Library	9101 SW 97 th Ave	Phyllis Levy	305/279-0520	50	\$100 full \$50 half day		
Main Library	101 W. Flagler	Pat Faison	305-375-5501	100-120	\$200/day	all	9:30-5:30
Medley Town Hall	7331 NW 74 th St.	Lina Toboada	305/887/9541	80	No charge Letter of liab		
Miami Beach City Hall	1700 Convention Ctr. Dr.	Liz Gibson	305/673-7000 ext. 6143	100	No charge		
Miami Lakes Travel Leaders	15495 Eagle Nest Lane	Patty Foster	305/826-0247	50	\$100 full \$50 half day		
Miami-Dade Housing Agency (Boardroom)	1401 NW 7 Street	Adriana	305/644-5115	160-180	No charge	T,C,P, TV, VCR, proj	
NMB Marjorie & Wm McDonald Comm. Center	17051 NE 19 th Ave	Gloria, Harriett, & Dave	305/948-2972	75	No charge	all	9:30-5:30
South Dade Govt Center	10710 SW 211 St	Anna or Ozzie Astudillo	305/232-3831	50	No charge 8a-5p \$50/hr after hours	all	
South Dade Regional Library	10750 SW 211 Street	Annette Johnson	305/233-8140	100	\$200/all day equipment		
Stephen P. Clark Center	111 NW 1 st Street 18 th floor	Juan Silva	305/375-2616	100	No charge 8a-5p		
West Dade Regional Library	9445 Coral Way	Beatriz Ruiz	305/553-1135	50	\$200/all day \$100/half day		
West Miami Commission Chambers	901 SW 62 Avenue	Felix Diaz	305/266-1122	200	No charge Cd be clean up fee		

Department Training Objectives

<u>Department</u>	<u>Count</u>	<u>%</u>	<u># Emps. To be Trained this Qtr.</u>	<u>%</u>	<u>Professionals</u>	<u>%</u>	<u>Non- professionals</u>	<u>Total</u>
67 Miami-Dade Transit	3,401	38	1292	40	517	60	775	1292
096 Water & Sewer Department	2,374	38	902	40	361	60	541	902
093 Park & Recreation	2,004	38	762	40	305	60	457	762
063 Miami-Dade Aviation Department	1,678	38	638	40	255	60	383	638
031 Clerk of Courts	1,254	38	477	40	191	60	286	477
084 Human Services	1,119	38	425	40	170	60	255	425
050 Solid Waste Management	1,115	38	424	40	169	60	254	424
079 Community Action Agency	987	38	375	40	150	60	225	375
069 Welfare to Work	863	38	328	40	131	60	197	328
080 Miami-Dade Housing Agency	818	38	311	40	124	60	187	311
011 General Services Administration	701	38	266	40	107	60	160	266
090 Library	637	38	242	40	97	60	145	242
060 Public Works	628	38	239	40	95	60	143	239
055 Department of Environmental Resource Management	520	38	198	60	119	40	79	198
030 Judicial Administration	492	38	187	40	75	60	112	187
016 Elections	389	38	148	40	59	60	89	148
043 Building Department	319	38	121	40	48	60	73	121
014 Information Technology Department	313	38	119	40	48	60	71	119
006 Finance	310	38	118	40	47	60	71	118
019 E-GOV	274	38	104	40	42	60	62	104
064 Miami-Dade Seaport Department	260	38	99	40	40	60	59	99
008 Property Appraisal	239	38	91	40	36	60	54	91
009 Team Metro	217	38	82	40	33	60	49	82
001 County Commission	161	38	61	40	24	60	37	61
002 Capital Improvements, County Manager's Office, MPO, Office of Business Initiatives, Office of Community Relations, Office of Fair Employment Practices, Office of the Chief Information Officer, Office of Water Management	154	38	59	40	23	60	35	59
005 Employee Relations Department	149	38	57	60	34	40	23	57
026 Department of Planning & Zoning	148	38	56	40	22	60	34	56
018 County Attorney's Office	134	38	51	40	20	60	31	51
028 Consumer Services	115	38	44	40	17	60	26	44
099 Commission on Ethics & Public Trust, Dade Delegation, Health Policy Authority, Independent Review Panel, Law Library, Legal Aid, Office of the Inspector General,	112	38	43	60	26	40	17	43

	Overall Tenant Advisory Council, Urban Economic Revitalization								
071	SFETC	106	38	40	40	16	60	24	40
012	Department of Procurement Management	90	38	34	40	14	60	21	34
015	Department of Business Development	87	38	33	40	13	60	20	33
076	Office of Community & Economic Development	78	38	30	40	12	60	18	30
017	Communications	71	38	27	60	16	40	11	27
035	Medical Examiner	64	38	24	60	15	40	10	24
034	Miami-Dade Juvenile Assessment Center	58	38	22	40	9	60	13	22
066	OPTM	57	38	22	40	9	60	13	22
045	Building Code Compliance	56	38	21	40	9	60	13	21
003	OSBM (OMB)	55	38	21	60	13	40	8	21
007	Audit & Management Services	52	38	20	60	12	40	8	20
092	Vizcaya Museum & Gardens	41	38	16	40	6	60	9	16
004	Mayor's Office	40	38	15	60	9	40	6	15
091	Art In Public Places <i>Division 03</i>	34	38	13	40	5	60	8	13
085	Metro-Miami Action Plan	29	38	11	40	4	60	7	11
010	OSBM (OPI)	15	75	11	60	7	40	5	11
077	Miami-Dade Empowerment Trust	13	75	10	40	4	60	6	10
020	Homeless Trust	10	75	8	40	3	60	5	8
013	E-GOV	9	75	7	60	4	40	3	7
021	International Trade Consortium	7	75	5	40	2	60	3	5
022	Office of Agenda Coordination	7	75	5	40	2	60	3	5
094	Office of Safe Neighborhood Parks	4	75	3	40	1	60	2	3
095	Office of Historic Preservation	4	75	3	40	1	60	2	3
Total Employees:		22872		8717		3571		5146	8717

Department Training Completion Date

Department		Count	%	# Empls. To be Trained this Qtr.	Completion Date
067	Miami-Dade Transit	3,401	38	1292	June 30, 2004
096	Water & Sewer Department	2,374	38	902	June 30
093	Park & Recreation	2,004	38	762	June 30
063	Miami-Dade Aviation Department	1,678	38	638	June 30
031	Clerk of Courts	1,254	38	477	June 4
084	Human Services	1,119	38	425	June 4
050	Solid Waste Management	1,115	38	424	June 4
079	Community Action Agency	987	38	375	June 4
069	Welfare to Work	863	38	328	June 4
080	Miami-Dade Housing Agency	818	38	311	June 4
011	General Services Administration	701	38	266	June 4
090	Library	637	38	242	June 4
060	Public Works	628	38	239	June 4
055	Department of Environmental Resource Management	520	38	198	June 4
030	Judicial Administration	492	38	187	June 4
016	Elections	389	38	148	May 7
043	Building Department	319	38	121	May 7
014	Information Technology Department	313	38	119	May 7
006	Finance	310	38	118	May 7
019	E-GOV	274	38	104	May 7
064	Miami-Dade Seaport Department	260	38	99	May 7
008	Property Appraisal	239	38	91	May 7
009	Team Metro	217	38	82	May 7
001	County Commission	161	38	61	May 7
002	Capital Improvements, County Manager's Office, MPO, Office of Business Initiatives, Office of Community Relations, Office of Fair Employment Practices, Office of the Chief Information Officer, Office of Water Management	154	38	59	May 7
005	Employee Relations Department	149	38	57	May 7
026	Department of Planning & Zoning	148	38	56	May 7
018	County Attorney's Office	134	38	51	April 9
028	Consumer Services	115	38	44	April 9
099	Commission on Ethics & Public Trust, Dade Delegation, Health Policy Authority, Independent Review Panel, Law Library, Legal Aid, Office of the Inspector General, Overall Tenant Advisory Council, Urban Economic Revitalization	112	38	43	April 9
071	SFETC	106	38	40	April 9
012	Department of Procurement Management	90	38	34	April 9
015	Department of Business Development	87	38	33	April 9
076	Office of Community & Economic	78	38	30	April 9

	Development				
017	Communications	71	38	27	April 9
035	Medical Examiner	64	38	24	April 9
034	Miami-Dade Juvenile Assessment Center	58	38	22	April 9
066	OPTM	57	38	22	April 9
045	Building Code Compliance	56	38	21	April 9
003	OSBM (OMB)	55	38	21	April 9
007	Audit & Management Services	52	38	20	April 9
092	Vizcaya Museum & Gardens	41	38	16	April 9
004	Mayor's Office	40	38	15	April 9
091	Art In Public Places Division 03	34	38	13	April 9
085	Metro-Miami Action Plan	29	38	11	April 9
010	OSBM (OPI)	15	75	11	April 9
077	Miami-Dade Empowerment Trust	13	75	10	April 9
020	Homeless Trust	10	75	8	April 9
013	E-GOV	9	75	7	April 9
021	International Trade Consortium	7	75	5	April 9
022	Office of Agenda Coordination	7	75	5	April 9
094	Office of Safe Neighborhood Parks	4	75	3	April 9
095	Office of Historic Preservation	4	75	3	April 9
Total Employees:		22872		8717	

TRAINER'S LOG

DEPT. NAME AND NUMBER: _____ DATE: _____

TRAINING COORDINATOR: _____
Telephone/Fax Number _____

TRAINER: _____
Name E-mail Telephone/Fax Number _____

TRAINING LOCATION(S): _____
Address _____

TOTAL NUMBER OF EMPLOYEES TO BE TRAINED: _____

Workshop Date	Number of Employees Trained Today	Total # of Employees Trained to Date	List Additional Training Materials, i.e. Manuals, Videos, Handouts, Brochures, Etc.

Upon completion of each workshop, please return this form along with completed feedback forms to your ERD-CDD liaison at 111 NW 1st Street, Suite 2110, Miami, Florida 33128, or via fax at 305-375-4138.

**Miami-Dade County
2004 Service Excellence Training Sign-in Sheet**

Instructor: _____ Date: _____ Time: _____ Location: _____

	Last Name	First Name	Signature	Department	Classification	Social Security
1.	_____	_____	_____	_____	_____	____-____-____
2.	_____	_____	_____	_____	_____	____-____-____
3.	_____	_____	_____	_____	_____	____-____-____
4.	_____	_____	_____	_____	_____	____-____-____
5.	_____	_____	_____	_____	_____	____-____-____
6.	_____	_____	_____	_____	_____	____-____-____
7.	_____	_____	_____	_____	_____	____-____-____
8.	_____	_____	_____	_____	_____	____-____-____
9.	_____	_____	_____	_____	_____	____-____-____
10.	_____	_____	_____	_____	_____	____-____-____
11.	_____	_____	_____	_____	_____	____-____-____
12.	_____	_____	_____	_____	_____	____-____-____
13.	_____	_____	_____	_____	_____	____-____-____
14.	_____	_____	_____	_____	_____	____-____-____
15.	_____	_____	_____	_____	_____	____-____-____

Module (circle one): “Face-to-Face” “Out in the Field” “Phone Etiquette” “Service Excellence”

Year-to-Date Report

Sample

EMPLOYEE RELATIONS

Course Name	No.	Course Date	Last Name	First Name	Job Classification	Social Security no.
	1.	01/01/04	Scott	Karla	EDS2	333-33-3333
	2.	01/01/04	Valdes	Reinaldo	PC	000-00-0000
	3.	01/01/04	Devoe	Lawanda	EDS3	111-11-1111
	4.	01/01/04	Cooks-Taylor	Linda	EDS3	222-22-2222
	5.	01/01/04	Gomez	Rina	AO3	000-00-0004
	6.	01/01/04	Rodriguez	Lourdes	EDS2	444-44-4444
	7.	02/01/04	Roads	Rita	Administrative Secretary	000-00-0002

Sample of Certificate